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Part VIII
Common support services

Section 28C
Office of Human Resources Management

(Programme 24 of the biennial programme plan and priorities for the period 2008-2009)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-second Session, Supplement No. 6* (A/62/6/Add.1).

** *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6* (A/61/6/Rev.1).

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Overview

28C.1 The Office of Human Resources Management is responsible for implementing the programme of work under this section, with support from the relevant organizational units of the United Nations located at offices away from Headquarters. The overall responsibilities of the Office are currently set out in Secretary-General's bulletin ST/SGB/2004/8. The Office of Human Resources Management plays a strategic role in supporting the Organization in aligning its human resources capacity to meet emerging challenges, and in the establishment of new entities. Substantively, the Office develops and maintains the human resources management infrastructure through policy and system development, provides advice, monitors performance, and develops the skills and potential of staff of the Secretariat consistent with the mandates set forth by the General Assembly.

28C.2 The activities proposed under section 28C fall within the framework of subprogramme 3, Human resources management, of programme 24, Management and central support services, of the biennial programme plan for the period 2008-2009. The primary objective of this subprogramme is to provide an integrated and modern human resources service that supports a multi-skilled, versatile, high performing and mobile workforce of the future, as well as to meet the expectations of Member States, as set out in General Assembly resolution 61/244.

28C.3 Building on reforms to date, the Secretary-General introduced an integrated programme on reform in human resources management in his report "Investing in people" (A/61/255 and Add.1 and Add.1/Corr.1). This included proposals on recruitment, mobility, career development, contractual arrangements, and harmonization of conditions of service, as well as on reform of the field service category.

28C.4 In its resolution 61/244, the Assembly provided guidance and direction on these issues. As a result, the Organization has began putting in place a new human resources framework, which includes strengthened strategic workforce planning, proactive and targeted outreach and recruitment, managed mobility, expansion of staff training and leadership development, enhanced performance management and the introduction of measures to strengthen compliance with gender and geography mandates, supported by improved Human Resources Information Technology tools.

28C.5 The Office will increase its efforts to leverage technology to modernize and streamline human resources systems wherever possible. Business processes will continue to be reviewed to enhance clarity, simplicity and transparency. New and improved human resources information technology tools, which will be compatible with the future Enterprise Resource Planning system, will increase transparency, promote consistency in human resources management throughout the Organization and facilitate access to information and reporting.

28C.6 It is expected that during the biennium, the Office of Human Resources Management will achieve progress in the following areas in furthering human resources management reform:

(a) Human resources planning: Strategic workforce planning will be enhanced to predict and plan for future needs; further improvements to the human resources action plan system will be undertaken to make it more user-friendly and responsive to the needs of departments while increasing accountability of programme managers for achieving mandated goals, e.g., geographical distribution and gender equity; better data-gathering systems, more flexible support tools and ongoing training of departmental focal points will strengthen human resources planning capacity;

(b) Streamlined rules and procedures: The Secretariat will continue to streamline administration through continuing review and simplification of business processes and staff administration. The electronic dissemination of all Secretary-General's bulletins, administrative issuances

and information circulars will improve speed, transparency and access to vital information for staff across the Organization;

(c) Recruitment: A strengthened recruitment function will support managers in their selection of staff through more extensive outreach and mechanisms to shorten selection times and improve, inter alia, geographical and gender representation in the Organization;

(d) Mobility: An integrated approach to mobility including the implementation of managed reassignments at the expiration of post occupancy limits will be put into place. Staff will be provided with expanded training, continuing improvement of work/life conditions, and greater opportunities for General Service mobility. Knowledge management mechanisms for the preservation of institutional knowledge will be strengthened;

(e) Contractual arrangements: Subject to approval by the General Assembly, streamlined contractual arrangements will be introduced in line with the International Civil Service Commission framework aimed at: increasing transparency and improving greater equity among staff; enhancing the ability of the Organization to attract and retain staff; and streamlining administration;

(f) Leadership, staff development and career support: Training and development programmes will be expanded. Management and leadership training will be strengthened; and mandatory induction requirements will be introduced for senior leaders. An expanded programme for staff will include online learning, gender mainstreaming programmes, substantive, technical and technological skills, and language and communications programmes;

(g) Performance management: There will be more effective performance management through further development of the e-PAS, including new reporting systems;

(h) Conditions of service: The Office will continue the development and implementation of work/life programmes, including flexible working arrangements, and the contribution to the work of the International Civil Service Commission, particularly its review of the pay and benefits system;

(i) Administration of justice: Continued handling of appeals and disciplinary cases subject to the decisions of the General Assembly on a new system of internal justice;

(j) Monitoring: Strengthened OHRM role in the monitoring of delegated authority in human resources management, in accordance with General Assembly resolution 61/244, will help to ensure managerial accountability in complying with legislative mandates. Improved information technology tools will increase transparency, streamline administration and permit better reporting to Members States;

(k) Information technology: A modern human resources information technology infrastructure will assist in the efficient management of the global human resources of the United Nations;

(l) Medical services: The Office of Human Resources Management will modernize and enhance its services to staff and continue to contribute to a healthier Secretariat workforce;

(m) Staff-management relations: Continuation of outreach to and consultation with staff, including staff representatives, in developing and implementing human resources policy.

28C.7 For the biennium 2008-2009, in order to implement effectively the human resources management proposals set out in the Report of the Secretary-General entitled "Investing in people" (A/61/255 and Add.1 and Add.1/Corr.1) and the mandates of Member States, most recently in General Assembly resolution 61/244, the overall structure of the Office of Human Resources Management will be modified to align the vision, roles and strategic direction of human resources management

in the Organization. To better enable the Office to exercise its overall authority for human resources management on behalf of the Secretary-General, the Office will comprise the Office of the Assistant Secretary-General and four Divisions, namely, the Policy and Strategic Planning Division, Recruitment and Staffing Division, Learning and Development Division, and Medical Services Division. The Policy and Strategic Planning Division will strategically regroup functions previously carried out by the Division for Organizational Development, such as policy development, interpretation and provision of advice, conditions of service and administration of justice as well as functions previously carried out by the Operational Services Division, including human resources planning, monitoring and reporting. The Recruitment and Staffing Division will carry out the functions previously carried out by the Operational Services Division, such as recruitment, staffing and administration of staff and the administration of examinations and tests previously handled by the Division for Organizational Development. The Learning and Development Division will carry out functions previously carried out by the Division for Organizational Development, i.e., organizational development, staff development and learning, career support and mobility, and staff counselling. This improved alignment will significantly contribute to more focused workforce planning, more proactive and targeted recruitment mechanisms, better client services globally, more transparent and consistent interpretation and enforcement of the staff regulations and rules, and will, in turn, enable the Office to better implement the mandates of the General Assembly with respect to human resources management and management reform.

28C.8 The specific objectives, expected accomplishments and indicators of achievement of the programme for the biennium 2008-2009, together with the resources required, are presented by the main subprogramme. While a new subprogramme has been created to align the work of the Office of Human Resources Management with the purpose of the most recent reforms and mandates, the indicators of achievement have been maintained, as considered by the Committee for Programme and Coordination (A/61/6/Rev.1) and adopted by the General Assembly in its resolution 61/235, but supplemented with the inclusion of new indicators of achievement. Pursuant to resolution 58/269, programmatic aspects of these revisions will be submitted to the Committee for Programme and Coordination at its forty-seventh session for its review in performing its programmatic role in the planning and budgeting process.

28C.9 It will be recalled that in his note to the General Assembly (A/61/758), the Secretary-General submitted his comments on the recommendations contained in the report of the Redesign Panel on the United Nations system of administration of justice (A/61/205), and identified the time and resources needed to implement the recommendations of the Panel. The proposed resource redeployments and growth sought in the note by the Secretary-General (A/61/758) have not been incorporated under the present budget section. In resolution 61/261, the General Assembly decided to establish a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice, and further requested the Secretary-General to report on resources required for the implementation of that resolution as a matter of priority at the second part of its resumed sixty-first session, and to further report on issues identified in the resolution regarding the establishment of the new system of administration of justice no later than the early part of the main part of its sixty-second session. Following consideration, decisions of the General Assembly on these reports and the related resource proposals would be incorporated in the budget appropriation at the time of adoption of the programme budget for the biennium 2008-2009 in December 2007. In addition, the programme narratives affected by such decisions will be adjusted accordingly.

28C.10 The overall level of resources for the Office of Human Resources Management for the biennium 2008-2009 amounts to $71,992,200, reflecting an increase of $4,434,800, or 6.6 per cent, as compared with the revised appropriation for the biennium 2006-2007. The former Operational

Services Division and Division for Organizational Development will no longer exist in the proposed structure and posts and the resources will be redeployed to the newly proposed divisions.

28C.11 Of the total 68 posts formally approved for the Division of Operational Services, the proposed redeployments are as follows: to the Office of the Assistant Secretary-General (2); to the Policy and Strategic Planning Division (18); to the Learning and Development Division (6); and to the Recruitment and Staffing Division (42).

28C.12 Of the total 82 posts in the former Division for Organizational Development, the proposed redeployments are as follows: to the Policy and Strategic Planning Division (23); to the Learning and Development Division (35); and to the Recruitment and Staffing Division (24).

28C.13 The net increase in overall resources can be summarized as follows:

(a) The net increase of $312,000 under executive direction and management reflects the change in the composition of posts in the Office of the Assistant Secretary-General: increase of 1 P-3 post and decrease of 1 General Service (Other level) post through redeployment within the Office ($121,900) and the increase in non-post requirements ($190,100), resulting from the redeployment of existing resources for general temporary assistance from the former Operational Services Division and Division for Organizational Development to be centralized in the Office of the Assistant Secretary-General;

(b) The net increase of $4,122,800 under the programme of work reflects:

(i) A decrease of $6,438,900 under the Policy and Strategic Planning Division, resulting from the redeployment of resources from the former Operational Services Division to the new Recruitment and Staffing Division: a net outward redeployment of 27 posts ($5,759,200) and non-post requirements ($679,700). During the biennium 2006-2007, 68 posts were provided for the Operational Services Division. However, for the biennium 2008-2009 the Policy and Strategic Planning Division would comprise 41 posts. The reduced non-post requirements, such as travel, centralized data processing services, and maintenance and replacement of office automation equipment, relate to the resources associated with the posts redeployed from the former Operational Services Division to the various newly established divisions;

(ii) An increase of $16,867,700 under the Recruitment and Staffing Division for the establishment of 2 new Professional posts (1 D-2 and 1 P-5) and the redeployment of 66 posts from the former Operational Services Division and Division for Organizational Development ($14,792,600) and for non-post requirements ($2,075,100);

(iii) A decrease of $6,378,700 under the Learning and Development Division as a result of redeployment from the former Organizational Development Division to the new Policy and Strategic Planning Division and Recruitment and Staffing Division: a net outward redeployment of 39 posts ($7,532,900), partially offset by the increase in non-post requirements ($1,154,200). For the biennium 2006-2007, 82 posts were provided under the Division for Organizational Development. Of the 82 posts, it is proposed to redeploy 23 posts to the Policy and Strategic Planning Division and 24 Posts to the Recruitment and Staffing Division, retaining 35 posts for the Learning and Development Division. In addition, the Learning and Development Division would receive 6 posts from the former Operational Services Division and 2 posts from the Office of the Assistant Secretary-General. For the biennium 2008-2009 it is proposed that the newly named Learning and Development Division would comprise 43 posts. As for non-post requirements, an increase in training resources for learning and organizational development, career support and mobility programmes and staff

counselling ($3,005,600) is partially offset by the reduced requirements for non-post resources arising from the redeployment of posts to the various newly established divisions;

(iv) An increase of $72,700 under medical services for post requirements due to the delayed impact ($126,200) for the posts (P-3) approved in the biennium 2006-2007, which is partially offset by the reduction in non-post requirements ($53,500).

28C.14 The regular budget resources are supplemented by extrabudgetary funding derived primarily from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations. For the biennium 2008-2009, that component is estimated at $13,693,900, reflecting the establishment of 3 new posts (1 P-4 and 1 General Service (Other level) under the peacekeeping support account and 1 General Service (Other level) under programme support account) and continuation of 44 posts ($10,095,000). Those resources would be utilized to provide services related to peacekeeping, extrabudgetary activities, funds and programmes, and to meet the operational costs of those services. The increase in requirements reflects the expanding volume of services provided for extrabudgetary activities.

28C.15 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of self-monitoring and evaluation would amount to $959,400 reflected under the Policy and Strategic Planning Division ($84,900), the Recruitment and Staffing Division ($105,400), the Learning and Development Division ($200,300) and the Medical Services Division ($568,800). The resources would be from the regular budget ($763,700) and from extrabudgetary funding ($195,700) and would be equivalent to 50 work-months of Professional staff and 36 work-months of General Service staff.

28C.16 The estimated percentage distribution of the total resources for the Office for the biennium 2008-2009 is as shown in table 28C.1.

Table 28C.1 **Percentage distribution of resources by component**

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	4.8	—
B. Programme of work		
1. Policy and strategic planning	14.4	46.4
2. Recruitment and staffing	23.4	3.9
3. Learning and development	51.3	12.0
4. Medical services	6.1	37.7
Subtotal B	**95.2**	**100.0**
Total	**100.0**	**100.0**

28C.17 The distribution of resources is summarized in tables 28C.2 and 28C.3.

Table 28C.2 Resource requirements by component

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2004-2005 expenditure*	*2006-2007 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2008-2009 estimate*
			Amount	*Percentage*			
A. Executive direction and management	2 547.0	3 115.2	312.0	10.0	3 427.2	198.6	3 625.8
B. Programme of work							
1. Policy and strategic planning	15 226.5	16 821.7	(6 438.9)	(38.3)	10 382.8	590.5	10 973.3
2. Recruitment and staffing	—	—	16 867.7	—	16 867.7	984.5	17 852.2
3. Learning and development	34 709.5	43 298.2	(6 378.7)	(14.7)	36 919.5	2 597.8	39 517.3
4. Medical services	4 387.0	4 322.3	72.7	1.7	4 395.0	265.7	4 660.7
Total	**56 870.0**	**67 557.4**	**4 434.8**	**6.6**	**71 992.2**	**4 637.1**	**76 629.3**

(2) *Extrabudgetary*

	2004-2005 expenditure	*2006-2007 estimate*	*2008-2009 estimate*
Total	**9 103.8**	**13 708.4**	**13 693.9**
Total (1) and (2)	**65 973.8**	**81 265.8**	**90 323.2**

Table 28C.3 Post requirements

Category	*Established regular budget posts*		*Temporary posts*				*Total*	
			Regular budget		*Extrabudgetary*			
	2006-2007	*2008-2009*	*2006-2007*	*2008-2009*	*2006-2007*	*2008-2009*	*2006-2007*	*2008-2009*
Professional and above								
ASG	1	1	—	—	—	—	1	1
D-2	3	4	—	—	—	—	3	4
D-1	5	5	—	—	—	—	5	5
P-5	16	17	—	—	3	3	19	20
P-4/3	39	39	3	3	17	18	59	60
P-2/1	11	11	1	1	—	—	12	12
Subtotal	**75**	**77**	**4**	**4**	**20**	**21**	**99**	**102**
General Service								
Principal level	12	12	—	—	3	3	15	15
Other level	82	82	2	2	21	23	105	107
Subtotal	**94**	**94**	**2**	**2**	**24**	**26**	**120**	**122**
Total	**169**	**171**	**6**	**6**	**44**	**47**	**219**	**224**

A. Executive direction and management

Resource requirements (before recosting): $3,427,200

28C.18 The Assistant Secretary-General for Human Resources Management is responsible for all the activities of the Office of Human Resources Management and provides the Secretary-General with advice and support on all matters that relate to the direction and coordination of human resources management strategies, policies and programmes throughout the Secretariat. The Assistant Secretary-General represents the Secretary-General on matters pertaining to human resources management vis-à-vis representatives of Member and observer States at meetings of the Main Committees of the General Assembly, the Committee for Programme and Coordination, the Advisory Committee on Administrative and Budgetary Questions, the United Nations System Chief Executives Board for Coordination and its subsidiary bodies and other intergovernmental bodies, international organizations, governmental and non-governmental organizations, the International Civil Service Commission and other programmes and organizations of the United Nations system, as well as with the media; and represents management in the conduct of staff-management consultations, as envisaged in chapter VIII of the Staff Rules. The Assistant Secretary-General is the primary interlocutor with the staff consultation machinery on a worldwide basis. In addition, the immediate office of the Assistant Secretary-General is responsible for communicating with staff at large and for exchanging views with staff on various aspects of human resources management. During the biennium 2008-2009, the Office of the Assistant Secretary-General will enhance its efforts to communicate with staff, managers, Member States and intergovernmental and expert bodies in order to further advance human resources management reform and to promote greater transparency and accountability.

Table 28C.4 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve and enhance the development, implementation, application and coordination of human resources management strategies, policies and programmes throughout the Secretariat.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States	(a) Continuous improvement in human resources policies, practices and programmes *Performance measures* Number of improvements realized in the biennium 2004-2005: 12 improvements Estimate 2006-2007: 13 improvements Target 2008-2009: 14 improvements

(b) Programme of work is effectively managed	(b) (i) Timely delivery of outputs and services *Performance measures* Percentage of output delivery within established deadlines 2004-2005: 89 per cent Estimate 2006-2007: 90 per cent Target 2008-2009: 90 per cent (ii) Efficient and effective use of resources *Performance measures* Percentage of expenditure compared to funds available 2004-2005: 99 per cent Estimate 2006-2007: 100 per cent Target 2008-2009: 100 per cent
(c) Timely recruitment and placement of staff within the Office of Human Resources Management	(c) Reduction in the average number of days a Professional post remains vacant *Performance measures* 2004-2005: Not available Estimate 2006-2007: 195 Target 2008-2009: 190
(d) Improved geographical representation and gender balance of staff within the Office of Human Resources Management	(d) (i) Increased percentage of staff recruited from unrepresented and underrepresented Member States in the Office of Human Resources Management *Performance measures* 2004-2005: 50 per cent Estimate 2006-2007: 52 per cent Target 2008-2009: 50 per cent

(ii) Increased percentage of women at the Professional level and above for appointments of one year or more in the Office of Human Resources Management

Performance measures

2004-2005: 75 per cent

Estimate 2006-2007: 50 per cent[a]

Target 2008-2009: 50 per cent[a]

[a] These performance measures correspond to the targets in the Secretary-General's Compacts with heads of departments and Human Resources Action Plans, which require departments that already have reached 50 per cent female representation to maintain gender balance. Currently, the number of women at the Professional and higher levels in the Office of Human Resources Management exceeds the number of men.

External factors

28C.19 The objectives and expected accomplishments under executive direction and management are expected to be achieved on the assumption that: (a) stakeholders will be supportive of the efforts of and will extend full cooperation to the Office of Human Resources Management; and (b) the staff-management consultative process will contribute positively to human resources management reform.

Outputs

28C.20 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Representing the Secretary-General at meetings of intergovernmental/expert bodies on human resources management matters;

(ii) Strategic guidance and management oversight concerning human resources management in the Secretariat, including authorization and review of delegation of authority relating to human resources matters;

(b) Other substantive activities: representation at and convening of meetings with human resources management professionals of the Secretariat, offices away from Headquarters and United Nations funds and programmes and specialized agencies on issues of common concern.

Table 28C.5 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 401.4	2 523.3	10	10
Non-post	713.8	903.9	—	—
Subtotal	**3 115.2**	**3 427.2**	**10**	**10**
Extrabudgetary	—	—	—	—
Total	**3 115.2**	**3 427.2**	**10**	**10**

28C.21 Resources amounting to $3,427,200 provide for the continuation of 10 posts and related non-post resources, some of which are for the Office as a whole. The non-post requirements cover, inter alia, general temporary assistance, travel of staff, contractual services and various general operating expenses. A total of two General Service (Other level) posts were redeployed from the Office of the Assistant Secretary-General to the Learning and Development Division while one P-3 and one General Service (Other level) posts were redeployed from the former Operational Services Division to the Office of the Assistant Secretary-General in order to fulfil the communications functions of the Office of the Assistant Secretary-General. The increase in non-post requirements is attributable mainly to the centralized provision of resources for general temporary assistance redeployed from the former Operational Services Division and Division for Organizational Development. In addition, the external printing requirement previously budgeted under the Office of the Assistant Secretary-General is now budgeted under the proposed new Recruitment and Staffing Division.

B. Programme of work[1]

Table 28C.6 **Resource requirements by component**

	Resources (thousands of United States dollars)		*Posts*	
Component	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
1. Policy and strategic planning	16 821.7	10 382.8	68	41
2. Recruitment and staffing[a]	—	16 867.7	—	68
3. Learning and development	43 298.2	36 919.5	82	43
4. Medical services	4 322.3	4 395.0	15	15
Subtotal	**64 442.2**	**68 565.0**	**165**	**167**
Extrabudgetary	13 708.4	13 693.9	44	47
Total	**78 150.6**	**82 258.9**	**209**	**214**

[a] The office proposes to create a new subprogramme (see para. 28C.8). Comparable data based on the old structure for 2006-2007 is not available.

1. Policy and strategic planning

Resource requirements (before recosting): $10,382,800

28C.22 In line with the provisions of General Assembly resolutions 55/258, 57/305, 59/266 and 61/244, the Policy and Strategic Planning Division supports the Secretary-General's ongoing reform effort aimed at supporting the creation of a more productive, flexible and results-oriented Organization.

28C.23 As a result of the measures contained in the Secretary-General's report "Investing in people" (A/61/255 and Add.1) and its broad strategic framework on human resources designed to meet the operational needs of Headquarters and the field, the Office of Human Resources Management has taken steps to realign its resources to focus on these priorities.

[1] Subprogramme 3 of programme 24 of the biennial programme plan for the period 2008-2009.

28C.24 The Division will pursue efforts to strengthen the role of the Office of Human Resources Management as a central authority for human resources policy development, strategic planning and monitoring in order to increase the ability of the Organization to attract and retain high-quality staff and to develop operational policies to enhance strategic workforce planning, staffing and monitoring.

28C.25 Human resources planning will seek to strengthen workforce planning capacity, including the continued provision of integrated global analysis, forecasts and projections, and supporting the monitoring of human resources management performance. Human resources planning will continue to support the human resources action plans and will introduce new management areas and human resources indicators as needed. Customized human resources action plans will be developed for peacekeeping missions, and special attention will be given to building human resources planning capacity.

28C.26 The Division will work in partnership with programme managers to carry forward the human resources management reform programme, including establishment of human resources strategies and policies, acting as a strategic partner for senior management in bringing the human resources perspective to strategic planning, programming, management and culture change, and carrying out workforce planning for the Organization as a whole and helping programme managers to prepare workforce plans for their own departments.

28C.27 In the area of human resources policy, the focus will be on the development of policies to underpin the reform process, in particular the business process re-engineering of human resources functions Secretariat-wide; the enhancement of coordination with other organizations of the United Nations common system with respect to the formulation of system-wide policies regarding salaries, allowances and conditions of service of staff; the provision of advisory services to common system staff worldwide; and the development of new policies and programmes to promote a better balance between professional and personal lives.

28C.28 The Division will pursue the development of competitive conditions of service to ensure the recruitment and retention of highly qualified staff; and supporting staff in balancing their professional and personal lives.

28C.29 With regard to promoting equity in the workplace, an improved handling of appeals and disciplinary cases will be pursued, taking into account in particular the recommendations of the Redesign Panel on administration of justice and the related General Assembly resolution 61/261 and any subsequent resolution on the administration of justice.

28C.30 The Division, taking into account strategic organization planning, will continue to emphasize the automation, streamlining and simplification of processes and the development of monitoring and reporting tools through the refinement and further development of existing systems or investment in new information technology systems, including those related to the Human Resources Handbook.

Table 28C.7 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To elaborate a strategic framework on human resources through policies and planning designed to realign the workforce profile of the Secretariat to meet evolving organizational needs while promoting increased transparency, responsibility and accountability, to establish benchmarks and to improve conditions of service to attract and retain staff.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved human resources planning	(a) Increased number of departments/offices that achieve at least 70 per cent of their objectives in departmental human resources action plans *Performance measures* Number of departments/offices which achieve at least 70 per cent of their objectives in departmental human resources action plans 2004-2005: 18 departments Estimate 2006-2007: 19 departments Target 2008-2009: 22 departments
(b) Improved monitoring of delegated authority in human resources	(b) Increase percentage of departments and offices expressing satisfaction with support provided in the implementation of monitoring recommendations *Performance measures* Percentage satisfied with support provided in the implementation of monitoring recommendations 2004-2005: N/A Estimate 2006-2007: survey to be conducted Target 2008-2009: to be determined

External factors

28C.31 The Policy and Strategic Planning Division is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders will be supportive of the efforts of, and will extend full cooperation to the Division.

Outputs

28C.32 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: approximately 30 meetings and 40 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on human resources management issues, including conditions of service and compensation, policy development, human resources planning, monitoring of the delegation of authority and the internal justice system, as well as other matters related to the United Nations common system;

(ii) Parliamentary documentation: reports to the General Assembly on human resources management policy issues, as required, including the introduction or amendment of policies and practices; the comprehensive review of the conditions of service of non-Secretariat officials, the Chairman of the Advisory Committee on Administrative and Budgetary Questions and the two full-time members of the International Civil Service Commission; amendments to the Staff Rules; analysis of the levels of related honorariums; periodic reports on the composition of the Secretariat, the status of vacancies, the use of consultants and retirees, gratis personnel and other aspects of the use of human resources as required; conference room papers and additional information on human resources management topics, including planning, the contractual status of personnel, gender balance, geographical representation, the system of desirable ranges and the hiring and separation of staff, and introduction of new periodic reports on human resources planning and forecasting, as required;

(b) Other substantive activities:

(i) Technical material: administrative issuances and information circulars; and promulgation of salary scales;

(ii) Contributions to meetings of the Advisory Committee on Post Adjustment Questions; of the Human Resources Network; of the High-level Committee on Management; and of the International Civil Service Commission;

(c) Administrative support services:

(i) Human resources planning, monitoring and reporting:

a. Human resources monitoring: provision of assistance to departments and offices in solving identified problems; delivery of a more efficient and rapid application of human resources rules; provision of assistance in human resources capacity-building and establishing the basis for self-monitoring; conduct of formal on-site monitoring with departments and offices which are experiencing personnel management problems or deemed to have internal control or risk management problems; monitoring and review of personnel actions related to standard human resources administration;

b. Departmental human resources action plans: mid-cycle and end-cycle reviews and monitoring of the fifth human resources planning cycle (2007-2008) (120 meetings); start-up, coordination, review and monitoring of the sixth human resources planning cycle (2009-2010) (60 meetings); production of required human resources planning reviews and monitoring reports, including semi-annual reports for Management Performance Board, 60 mid-cycle progress and end-cycle

departmental performance reports, 30 new departmental action plans, and working with the Department of Peacekeeping Operations on establishing human resources action plans for field operations administered by the Department;

c. Workforce planning: strengthening of the workforce planning capacity in the Office of Human Resources Management for the Secretariat as a whole, including (i) production of annual departmental and Secretariat staffing trend reports, (ii) production of prospective workforce projection requirements for departments and the Secretariat, (iii) production of staffing gap analysis reports for departments and the Secretariat, (iv) training of and assistance to departmental focal points in application of workforce and succession planning methodologies;

d. Provision of IMIS data on projected staff mobility/movements and anticipated retirements by department and office and holding of consultations with departments and offices on issues related to short-term staffing and skill needs;

e. Human resources reporting: continue to provide Member States and programme managers with relevant information;

(ii) Legal advisory services:

a. Provision of advice to senior management throughout the Secretariat on the formulation, revision and implementation of personnel policies and rules;

b. Provision of legal advice and authoritative interpretations of the Staff Regulations and Rules and other personnel policies to managers and staff, including in other organizations of the system;

c. Preparation of revisions to the Staff Regulations and Rules and administrative issuances and consultations thereon with management and staff representative bodies;

d. Updating and maintenance of the electronic Human Resources Handbook covering human resources management rules, policies and related guidelines;

(iii) Appeals and disciplinary matters:

a. Provision of advisory services to programme and line managers in the implementation of human resources policies pertaining to the administration of justice, including issues related to improvement of the internal justice system;

b. Handling of requests for administrative review, appeals and disciplinary matters, including representation of the Secretary-General at the Joint Appeals Board and the Joint Disciplinary Committee before the first level of the formal justice system;

(iv) Common system, compensation and inter-agency policy:

a. Formulation of policies and procedures regarding salaries, pensions, allowances and other entitlements within the Organization; substantive participation in meetings of International Civil Service Commission, the Advisory Committee on Post Adjustment Questions, the High-level Committee on Management, the Human Resources Network and other subsidiary bodies of the United Nations System Chief Executives Board for Coordination; and coordination of such policies and procedures with other organizations of the common system;

b. Monitoring of the implementation of policy instructions and guidelines and dissemination of information relating to salaries, allowances and other entitlements;

c. Conduct of comprehensive and interim salary surveys at the headquarters of the regional commissions and 30 other duty stations; and review, approval and issuance of salary scales resulting from the analysis of data collected in the course of salary surveys conducted in more than 180 duty stations;

d. Updating of the electronic database of all General Service and National Officer salary scales and maintenance of the entitlement reference tables in IMIS; automated processing and transmission of salary survey data to other United Nations agencies and field duty stations; and implementation of emolument packages for all categories of staff;

e. Establishment, review and updating of allowances and other entitlements related to peacekeeping operations;

f. Conduct of reviews of conditions of service of ungraded high-level officials of the United Nations, the Chairman of the Advisory Committee on Administrative and Budgetary Questions and the two full-time members of the International Civil Service Commission and analysis of the levels of related honorariums;

g. Management of classification policy and provision of advice on job design and organizational structure; development and evaluation of generic job profiles, as needed; and review of classification appeals;

h. Development of new policies and procedures to carry forward the work/life agenda, with special attention to family and gender issues.

Table 28C.8 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	15 486.1	9 726.9	68	41
Non-post	1 335.6	655.9	—	—
Subtotal	**16 821.7**	**10 382.8**	**68**	**41**
Extrabudgetary	3 163.3	6 358.6	16	19
Total	**19 985.0**	**16 741.4**	**84**	**60**

28C.33 The resource requirements of $10,382,800 provide for 41 posts (21 Professional and 20 General Service) and non-post requirements. The posts under the Policy and Strategic Planning Division comprise 23 existing posts redeployed from the former Division for Organizational Development and 18 existing posts from the former Operational Services Division. The estimate for non-post requirements relates, inter alia, to consultants in cases when internal expertise is not available, travel of staff, contractual services and general operating expenses.

28C.34 The resources for the biennium 2006-2007 provided for 68 posts under the Operational Services Division. In the light of the restructuring of the Office of Human Resources Management, an

outward redeployment of 50 posts is proposed as follows: the Office of the Assistant Secretary-General (2), the Learning and Development Division (6) and the Recruitment and Staffing Division (42); and an inward redeployment of 23 posts is proposed from the Division for Organizational Development.

2. Recruitment and staffing

Resource requirements (before recosting): $16,867,700

28C.35 In line with the provisions of General Assembly resolutions 55/258, 57/305, 59/266 and 61/244, the Recruitment and Staffing Division supports the Secretary-General's ongoing reform effort aimed at the development of a more productive, flexible and results-oriented Organization.

28C.36 A more proactive, targeted recruitment system is among the priority measures contained in the Secretary-General's report on "Investing in the United Nations" (A/60/846) and its broad strategic framework on human resources designed to meet the operational needs at Headquarters and in the field, and to realign the workforce profile to meet evolving organizational needs. Towards this end, building on past reform efforts and pursuant to General Assembly resolution 61/244, the Office of Human Resources Management continues to ensure that the highest standards of efficiency, competence and integrity continue to be the paramount consideration in the employment of staff, with due regard to the principle of equitable geographical distribution, in accordance with article 101.3 of the Charter.

28C.37 The main objective of the Recruitment and Staffing Division is to support the sound management of the Organization through the recruitment of the right staff, at the right time, for the right place throughout the global Secretariat; advising and supporting managers and staff as well as the efficient delivery of staff administration services to 5,800 staff at Headquarters. The Division will focus on the implementation of human resources management reform in the areas of its expertise, including on improving policies, procedures, processes and support systems in those areas. Emphasis will be placed on ensuring quality support, including capacity-building, and guidance in the implementation of human resources policies to ensure consistency in their application; improving organizational performance to meet mandates of the General Assembly, in particular on geography and gender; reviewing and refining further the staff selection system; speeding up selection and recruitment; re-engineering human resources management processes, in particular in staff administration; and strengthening client orientation and communication.

28C.38 The Division will pursue efforts to ensure consistent organizational standards in recruitment and staffing based on global workforce planning. It will strengthen partnerships with Member States, departments and offices, and other organizations to conduct outreach campaigns subject to availability of resources, and identify high-quality candidates. It will promote full utilization of existing rosters, implement measures to improve geographical distribution and gender balance in the global Secretariat, and conduct competitive examinations for recruitment to the Professional category, as well as other examinations, tests and assessments. It will continue to ensure the proper functioning and membership of the central review bodies and implement programmes to enhance the capacity of its membership and of inter-departmental expert groups through training and advisory support.

28C.39 For departments and offices in New York, the Division will focus on enhancing its services as it continues to provide support to management and staff on human resources management policies, operational procedures and staff administration; the recruitment and induction of new staff, separation or termination of staff; approval of appointment of temporary staff; overseeing of the hiring of consultants and contractors, and monitoring of their use; approval of conversion of staff

to career appointments; administering and monitoring entitlements and benefits of individual staff members; and management of the official status files of staff.

28C.40 The Division will continue to improve the efficiency and effectiveness of its services through streamlining of procedures and processes, and further strengthening the role of information technology in the management of staff, including through further automation of activities in the areas of recruitment, placement, promotion and staff administration.

28C.41 As outlined above, the newly established Recruitment and Staffing Division will play a key role in implementing human resources management reform proposals in recruitment and staffing. Given the importance of these areas accorded by the General Assembly in its resolution 61/244, it is critical to bolster and strengthen the capacity of recruitment and staffing in the Organization. The Organization is moving towards a more strategic, proactive and targeted approach to recruitment and staffing in order to fulfil the mandates given by the Member States, and to implement the proposals laid out in the Secretary-General's report, "Investing in people". Senior leadership, managerial and operational capacity and a structure to respond effectively to the increased complexities and a level of responsibility is required. In this context, it is proposed to establish one D-2 to lead, manage and coordinate the activities of the Division, to provide advice on strategies, policies and operational requirements for recruitment and staffing for the Organization, to direct extensive outreach by forging partnerships with external entities at the senior-most levels for sourcing of potential candidates, to work with heads of departments and forging partnerships for sourcing of potential candidates; and to report to legislative and expert bodies on the work of the Division, including budget, performance and priorities. In order to provide expert support for formulating strategies on outreach activities and strategic staffing, it is also proposed to establish one P-5 post to plan, organize, manage and supervise the work relating to outreach and strategic staffing, to develop and implement extensive outreach strategies based on strategic and systematic workforce planning, to manage outreach activities, including proactive and targeted recruitment campaigns, and to coordinate public information and advertising activities.

Table 28C.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To support the sound management of human resources in the Organization and with respect to recruitment and staffing, with due regard to the principle of equitable geographical distribution in accordance with Article 101.3 of the Charter of the United Nations.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff	(a) (i) Increased number of departments and offices that conduct systematic succession planning *Performance measures* 2004-2005: not available Estimate 2006-2007: 2 departments Target 2008-2009: 5 departments

(ii) Increased number of departments that, in partnership with the Office of Human Resources Management, apply strategic recruitment, and achieve recruitment targets towards improving geographic distribution and gender balance

Performance measures

2004-2005: 2 departments

Estimate 2006-2007: 6 departments

Target 2008-2009: 10 departments

(iii) Increased number of nationals from unrepresented and underrepresented Member States, in particular developing countries, in the Secretariat

Performance measures

Number of nationals recruited from unrepresented and underrepresented Member States in the system of desirable ranges in the Secretariat

2004-2005: 47 nationals

Estimate 2006-2007: 50 nationals

Target 2008-2009: 60 nationals

Number of nationals recruited from developing countries in the system of desirable ranges in the Secretariat

2004-2005: 214 nationals

Estimate 2006-2007: 250 nationals

Target 2008-2009: 270 nationals

(iv) Reduction in the average number of days a post remains vacant in the Secretariat

	Performance measures Average number of days from the departure of the incumbents to the dates candidates are appointed in the Secretariat 2004-2005: 410 days Estimate 2006-2007: 350 days Target 2008-2009: 300 days
(b) Increased number of young professionals available for recruitment	(b) Increased number of qualified candidates identified through competitive examinations, for the Secretariat as a whole *Performance measures* 2004-2005: 383 candidates[a] Estimate 2006-2007: 285 candidates[a] Target 2008-2009: 300 candidates
(c) Improved services, support and advice provided to staff and departments/offices	(c) (i) Increased percentage of staff serviced at United Nations Headquarters expressing satisfaction for administrative services received *Performance measures* 2004-2005: not available Estimate 2006-2007: 85 per cent Target 2008-2009: to be determined (ii) Increased percentage of Executive Offices and Directors of Administration (at offices away from Headquarters) expressing satisfaction with support and advice provided *Performance measures* 2004-2005: not available Estimate 2006-2007: survey being conducted with estimated completion date of 1 July 2007 Target 2008-2009: to be determined

[a] The decrease in the number of candidates rostered through the national competitive examinations from 383 for 2004-2005 to 285 for 2006-2007 was due to the fact that the number of candidates actually rostered for 2004-2005 (383) exceeded the estimated number (275) as provided in the biennium programme plan for 2006-2007.

External factors

28C.42 The Division is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders will be supportive of the efforts of and will extend full cooperation to the Division and there will be a greater number of successful National Competitive Examination candidates from underrepresented and unrepresented countries.

Outputs

28C.43 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: approximately 30 formal meetings and 40 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on issues related to human resources planning, filling of vacancies, delegation of authority, management of information and staff administration;

(ii) Parliamentary documentation: periodic reports on aspects of human resources management reform and other aspects of the use of human resources as required; conference room papers and additional information on human resources management topics, such as gender balance, geographical representation, and the hiring and separation of staff;

(b) Administrative support services:

(i) Staffing support:

a. Participating in strategic workforce planning, and, in close coordination with departments, conduct strategic recruitment exercises through a targeted proactive approach;

b. Establishing partnerships with departments for the conduct of systematic succession planning;

c. Issuance of vacancy announcements and review of applications;

d. Conduct of searches for qualified candidates, with particular attention to improving geographical representation and gender balance;

e. Communication with Member States, prospective candidates and institutions to promote awareness of employment opportunities in the Secretariat;

f. Screening of between 10,000 and 14,000 applications per year for the National Competitive Examinations at the P-2 level and administration of examinations for between 1,500 and 2,500 candidates in approximately 30 to 40 countries per year in up to 12 occupational groups;

g. Administration of annual competitive examinations for promotion recruitment from the General Service and related categories to the Professional category for 150 to 250 applicants in 6 to 10 occupational groups in up to 15 examination centres;

h. Administration of 5 to 10 examinations annually, in all official languages, for approximately 3,000 applicants for P-2, P-3 and senior General Service posts requiring special language competence; coordination of examination centres for between 500 and 1,000 candidates in up to 25 centres;

i. Servicing of the central review bodies at Headquarters (about 125 meetings at Headquarters annually); and Secretariat-wide training, consultations and provision of guidance to central review bodies;

j. Placement and promotion of staff (360) and recruitment of candidates (600), and senior appointments; issuance of initial offers and letters of appointment, as well as determination of level and entitlements;

k. Recruitment and centrally managed placement of approximately 100 candidates per year who have passed the National Competitive or G-to-P Examinations;

l. Review, approval and grading for recruitment of approximately 25 support staff each year for United Nations information centres;

m. Administrative clearance of candidates, including review and provision of reasoned recommendations on requests for clearance of candidates for human resources and/or administrative functions;

n. Recruitment and placement of candidates for language-related positions, including participation as the representative of the Office at interviews for competitive language examinations and language coordinators and language teachers examinations; maintenance of language rosters, and offers of appointment;

o. Conduct of communication and learning programmes on the staff selection system for staff and managers, as well as briefing of delegates;

p. Further development and refinement of policies and procedures to support recruitment, placement and promotion;

q. Streamlining of procedures and processes, and further strengthening of information technology support systems for recruitment, placement and promotion;

(ii) Staff administration at Headquarters:

a. Advice and assistance to management and staff on all aspects of human resources management and staff administration (about 30,000, including by e-mail and telephone and in person);

b. Advice to permanent missions and various outside organizations on various human resources issues;

c. Administration of staff in accordance with the Staff Regulations and Rules: monitoring of extensions of appointment (approximately 4,000 per year); short-term recruitment of approximately 1,000 staff at Headquarters each year; termination, agreed termination and disability;

d. Administration of benefits and entitlements of individual staff (education grant: 780 staff members, rental subsidy: 840 staff members; and dependency status: 3,850);

e. Induction of approximately 600 staff members per year on initial appointment to advise them of their obligations under the Staff Regulations and Rules;

f. Review of applications (about 3,000 annually) and administration of tests at Headquarters for recruitment of General Service staff (clerical, statistical and accounting positions, editorial assistants and security officers) for an estimated

1,800 candidates annually; and recruitment of about 400 staff members in this category per year;

g. Oversight of the processing by departments and offices of approximately 1,000 special service agreements annually for consultants and individual contractors;

h. Maintenance of official status files of staff at Headquarters (more than 26,000 files);

i. Counselling for career growth and on personnel problems and compliance with provisions governing the status, basic rights and duties of staff;

j. Participation in and provision of support, including secretariat services, to various groups such as the special post allowance committee and the superannuation committee;

k. Streamlining of procedures and processes, and further strengthening of information technology support systems for automation of staff administration activities;

l. Review of 4,000 applications per year for internship programme and management of programme for approximately 400 interns per year.

Table 28C.10 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007[a]*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	—	14 792.6	—	68
Non-post	—	2 075.1	—	—
Subtotal	**—**	**16 867.7**	**—**	**68**
Extrabudgetary		532.8	—	4
Total	**—**	**17 400.5**	**—**	**72**

[a] The office proposes to create a new subprogramme (see para. 28C.8). Comparable data for 2006-2007 is not available.

28C.44 The resource requirements of $14,792,600 provide for the continuation of 66 posts redeployed from the former Operational Services Division (42 posts) and Division for Organizational Development (24 posts) and the establishment of two new posts: one D-2 and one P-5. It is proposed that the D-2 be established to lead, manage and coordinate the activities of the newly established Recruitment and Staffing Division, to provide advice on strategies, policies and operational requirements for recruitment and staffing for the Organization, to direct extensive outreach by forging partnerships with external entities for sourcing of potential candidates and to report to legislative and expert bodies on the work of the Division, including budget, performance, and priorities. It is also proposed that one P-5 be established to plan, organize, manage and supervise the work relating to outreach and strategic staffing, to develop and implement extensive outreach strategies based on strategic and systematic workforce planning; to manage outreach activities, including proactive and targeted recruitment campaigns; and to coordinate public information and advertising activities. The estimate for non-post requirements ($2,075,100)

relates, inter alia, to general temporary assistance, travel of staff, contractual services, and various general operating expenses and is composed of resources previously budgeted under the Operational Services Division and the Division for Organizational Development. The non-post requirement would provide mainly for a more proactive, targeted recruitment system, including advertising and outreach campaigns.

3. Learning and development

Resource requirements (before recosting): $36,919,500

28C.45 In line with the provisions of General Assembly resolutions 55/258, 57/305, 59/266 and 61/244, the Learning and Development Division supports the Secretary-General's reform effort that seeks to promote organizational culture change and building a more versatile, multi-skilled and mobile staff. The Division works in partnership with programme managers to carry forward the human resources management reform programme to foster the excellence of the workforce of the Organization. The Division will pursue the strengthening of the current and future human resources capacity of the Organization by enhancing human resources systems, including performance appraisal; providing support for staff development and career development; developing mechanisms to encourage and support mobility; supporting staff in balancing their professional and personal lives; and providing staff with counselling and advisory services.

28C.46 The increase of regular budget resources dedicated to training and developing United Nations staff would facilitate the expansion of the online learning environment, including through e-learning and the establishment of a United Nations Virtual Academy; permit greater participation in leadership and management development programmes; more extensive career counselling and other career support activities; expand programmes for substantive and technical skills on the basis of departmental annual needs assessments; and harmonize language and communications programmes among duty stations.

28C.47 Secretariat-wide staff development and learning programmes will continue to be aimed at promoting a culture of continuous learning, strengthening leadership and management and building organizational competencies, as well as increasing the capacity of departments to lead and manage change. Management capacity will be strengthened as a key underpinning of reform. The Division will continue to promote leadership, management and organizational development programmes, in particular for senior leaders as it is critical for an Organization operating in a complex, multicultural environment with increasing decentralization and delegation of authority, where senior managers must be not only substantive experts but also leaders of people and managers of resources, information and change. The expansion of existing programmes to support mobility will be required to upgrade substantive skills, to maintain career resource centres and increase the delivery of career development workshops at each duty station. Emphasis will also be placed on the development of cross-cutting programmes on management issues under the auspices of the United Nations System Staff College and with inter-agency collaboration.

28C.48 As indicated in the Secretary-General's report "Investing in people" (A/61/255), managing mobility is essential to augment the flexibility, responsiveness and effectiveness of the Organization. Starting in May 2007, managed mobility will be implemented in a gradual and phased manner so as to maintain continuity and quality of service, starting with staff at the P-3 and G-7 levels, from May; staff at the P-4 and G-6 levels, from November 2007; staff at the P-5 and G-5 levels, from May; and staff at the D-1 and D-2 levels, from November 2008. Where necessary, staff will be provided with training opportunities for professional growth and development to upgrade or broaden their skills to prepare them for changing mandates, working in different departments or offices, duty stations or peacekeeping missions, and moving across occupational

groups. The Office will also continue to introduce and enhance development programmes Secretariat-wide for General Service staff.

28C.49 The Division will contribute to developing incentives to encourage staff to move to duty stations with chronically high vacancy rates; it will pursue efforts to improve conditions of life and work at the various duty stations, and continuing to explore ways of assisting spouses to find employment opportunities, in consultation with host Governments where necessary, including measures to expedite the issuance of work permits.

28C.50 The large number of upcoming retirements will also provide the Organization an opportunity for more strategic and systematic career development. The development of career models with potential career paths and crossover points would require promoting and supporting organizational culture change to encourage and value diverse career paths and to reinforce the importance of mobility and continuous learning as key elements of career success. Some of the priority actions required in this regard would include developing career models showing multiple possible career paths and crossover points; specifying development requirements for various related career paths and crossover points where staff might move into new areas to strengthen cross-functional expertise; aligning organizational rewards and accountabilities with desired culture change by, for example, linking career advancement to continuous learning and mobility; and providing staff with information on requirements for moving across functions, as well as into supervisory/managerial functions, to assist with individual career planning. Forecasts of future talent needs will be projected at both the individual departmental and organizational levels. Departments would undertake systematic cross-training and focused development, including developmental work assignments, to build needed skills and competencies. Future talent needs will be a key factor in the allocation of organizational training and learning resources.

28C.51 Since not all staff would necessarily want or be able to have long-term careers in the Secretariat, the Organization would commit itself to supporting the employability of the workforce. To remain an employer of choice and retain good talent, the Organization would provide all staff with opportunities for continuous learning and development of skills.

28C.52 The Division will continue to enhance the automation, streamlining and simplification of processes and the development of further monitoring and reporting tools through the refinement and further development of existing systems or investment in new information technology systems, related to Secretariat-wide learning activities for staff, including the implementation of a Learning Management System Secretariat-wide and the development of the United Nations Virtual Academy.

Table 28C.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote organizational culture change in the Secretariat, to build a multi-skilled, versatile and mobile staff to address new requirements and needs.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) (i) Increased percentage of staff in the Secretariat who demonstrated mobility
	Performance measures
	Mobility index[a]
	2004-2005: 12 per cent
	Estimate 2006-2007: 15 per cent
	Target 2008-2009: 20 per cent
	(ii) Increase in the average number of training and other staff development activities per staff member
	Performance measures
	(Average number of annual training activities per staff member)
	2004-2005: N/A
	Estimate 2006-2007: participation in 3 activities
	Target 2008-2009: 4 activities
(b) Improved working environment	(b) Increased percentage of staff expressing satisfaction with the working environment
	Performance measures
	2004-2005: N/A
	2006-2007: survey to be conducted
	Target 2008-2009: to be determined

[a] Annual ratio of number of staff who have broadened their skill set through increased movement within and between functions, departments, occupations, duty stations and United Nations organizations compared to the total number of staff in the same department at the beginning of the year.

External factors

28C.53 The Learning and Development Division is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders will be supportive of the efforts of and will extend full cooperation to the Division and that there are no major shortfalls in the funding of programmed activities.

Outputs

28C.54 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: substantive servicing of approximately 30 meetings and 40 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on human resources management issues, including staff development and training, performance management, career development and mobility, and staff counselling services;

(ii) Parliamentary documentation: periodic reports on aspects of human resources management reform and other aspects of staff and career development, conference room papers and additional information on human resources topics such as staff development, mobility and staff counselling.

(b) Administrative support services:

(i) Staff development: the following programmes will be delivered Secretariat-wide:

a. Leadership and management development: an integrated series of managerial development programmes will be offered Secretariat-wide to build and sustain the leadership and managerial capacity of the Organization at the senior, middle and junior levels and to promote a responsive, results-oriented culture that supports continuous learning, high performance, creativity and managerial excellence. Secretariat-wide activities in 2008-2009 will include:

i. Organizational development programmes, including for the Senior Management Service to strengthen leadership and management at the departmental/office level for approximately 800 participants;

ii. Leadership development and management development training programme for staff at the P-4 to D-2 levels, recruited for or promoted to managerial positions, for approximately 300 participants;

iii. Targeted programmes to prepare high-potential staff for managerial positions, and to build cross-functional, multidisciplinary competencies for approximately 300 participants;

iv. Development programmes to build essential skills and competencies for General Service staff in such areas as communication, teamwork, client orientation and work management for approximately 1,800 participants;

v. Supervisory skills programmes to develop the communication skills and supervisory abilities of staff at various levels who have assumed supervisory responsibilities for approximately 500 participants;

vi. Programmes to build collaborative negotiation and conflict resolution skills at all levels for approximately 700 participants;

vii. Programmes to support gender mainstreaming, promote gender sensitivity in the workplace and promote diversity awareness and cross-cultural sensitivity for approximately 700 participants;

viii. Targeted programmes to support managers in effectively implementing performance management principles, including change management, ethics, accountability, the development of performance indicators, coaching and the provision of feedback for improved performance, performance recognition, teamwork, problem solving and decision-making, for approximately 3,000 participants;

b. Human and financial resources management: programmes will be offered to improve the competencies, knowledge and skills of programme managers and staff who have responsibilities in administrative areas, as well as to prepare staff to undertake administrative assignments in the field. Activities for 2008-2009 will include:

i. Programmes in such areas as human resources management, budget and finance, procurement and contract management, administration of justice and HIV/AIDS awareness for approximately 2,000 participants;

ii. Training programmes for 150 participants, such as executive officers, human resources professionals and other administrative staff, in new human resources systems and processes, including elements of the new pay and benefits system that is under development, e.g., the streamlined new contractual arrangements and mobility and accountability mechanisms;

iii. Programmes to prepare and support qualified staff for administrative positions in field missions and to support mission readiness and reintegration and to provide peer counselling for approximately 250 participants;

c. Information technology training: information technology training programmes are offered to support the Secretary-General's information and communication technology strategy by upgrading the level of skills of Secretariat staff in using the software applications of the Organization and by providing staff with the knowledge and skills to manage information more effectively and efficiently. Secretariat-wide information technology training activities for 2008-2009 include:

i. Expansion of the decentralized technical skills development programme which supports departmental information technology initiatives and offers technical staff the opportunity to upgrade and update their information technology skills (approximately 2,000 participants);

ii. Training programmes related to the use of IMIS for approximately 1,000 participants;

iii. Training for managers in managing the knowledge and information resources of their offices and in using the information and communication technology resources of the Organization to leverage their information management skills for approximately 500 participants;

iv. Expansion of the online learning environment, including through computer self-study and e-learning courses, and the establishment of a United Nations Virtual Academy for approximately 2,200 participants;

v. Training to improve the performance of staff in their use of Organization-wide software applications, including the transition to new software standards and the use of network resources, such as Lotus Notes applications and the use of Internet-based information applications, for approximately 9,000 participants;

d. Language and communication programmes: in accordance with General Assembly resolutions 2480 B (XXIII), 43/224 D and 50/11, the Organization provides language training in the six official languages of the United Nations. Programmes are aimed at promoting multilingualism through building and strengthening linguistic skills and developing and strengthening cross-cultural understanding. Headquarters activities for the biennium 2008-2009 will include:

i. Core training programmes in the six official languages, as well as specialized courses, to maintain and develop advanced language skills, including in such areas as conducting meetings, drafting reports and correspondence and making presentations, particularly in the working languages of the Organization. At Headquarters, programmes will be available for approximately 8,800 participants;

ii. Management of the self-study centre and other alternative learning modes that provide staff with the opportunity to develop their linguistic and communication skills through the use of audio, video and multimedia materials;

iii. Harmonization of language and communication programmes among all duty stations through provision of advisory services, regular consultations and pedagogical assistance;

iv. Preparation and grading of language proficiency examinations for approximately 4,000 participants system-wide;

e. Substantive skills development and career support: programmes will be offered to support career development for staff at all levels in all duty stations and to provide opportunities for staff to update and upgrade substantive skills. Secretariat-wide activities for 2008-2009 will include:

i. Orientation programmes for new staff, including briefings for new senior staff, and the provision of online resources and briefing materials, for approximately 300 participants;

ii. Specialized orientation and systematic career development programmes for junior Professional staff (P-2/P-3) for approximately 200 participants;

iii. Voluntary and managed reassignment programmes for staff at P-2 to P-5 and G-5 to G-7 levels for approximately 2,000 participants;

iv. Expansion of the mentoring programmes to all categories of staff, managerial coaching programme, and provision of training and ongoing support for mentors and mentees for approximately 400 mentor-mentee pairs or 800 participants;

v. Expanded career support programmes, including provision of career development workshops and briefings, and career counselling for staff and managers by strengthening the local capacity of career resources centres in all duty stations, for approximately 4,000 participants;

vi. Support for increased mobility for staff at all levels, including development of career models, potential career paths and crossover points; specialized briefings and training for staff and managers;

vii. Expansion of the substantive skills development programme, which offers staff the opportunity to upgrade and update their substantive skills, as well as opportunities for professional growth. The programme operates in a decentralized manner, on the basis of annual departmental needs assessments conducted in collaboration with the Office of Human Resources Management, for approximately 7,000 participants;

viii. The sabbatical studies programme and summer workshops, which provide a limited number of staff each year with the opportunity to carry out research at academic institutions for up to four months in areas of benefit to the staff member and the Organization, for approximately 60 participants;

(ii) Mobility: The Division will play a significant role in all aspects of the implementation of the mobility policies, in particular the conduct of the managed reassignment exercise for all Professional staff, Secretariat-wide, and for General Service staff at Headquarters. It will be responsible for compiling and issuing the compendium of posts; reviewing the applications and presenting interested and qualified participants to the respective departments or offices, and conducting matching exercises to place the participants following evaluation by the programme managers;

(iii) Staff counselling: counselling of staff on a broad range of personal, family and work-related concerns, including HIV/AIDS support, alcohol and other substance abuse, immigration and visas, legal and personal referrals (including staff from the United Nations Development Programme, the United Nations Population Fund, the United Nations Children's Fund and the United Nations Office for Project Services). Activities for the biennium 2008-2009 will include:

a. Contribution to the development of staff welfare policies;

b. Expansion and maintenance of peer counselling programmes for approximately 100 participants;

c. Pre-retirement programmes, including materials, for approximately 1,600 participants;

d. Crisis management training for managers;

e. Tele-Crisis training for new telephone operators and new SOS Providers.

Table 28C.12 **Resource requirements**

Category	Resources (thousands of United States dollars) 2006-2007	Resources (thousands of United States dollars) 2008-2009 (before recosting)	Posts 2006-2007	Posts 2008-2009
Regular budget				
Post	17 127.3	9 594.4	82	43
Non-post	26 170.9	27 325.1	—	—
Subtotal	**43 298.2**	**36 919.5**	**82**	**43**
Extrabudgetary	5 808.5	1 645.9	8	2
Total	**49 106.7**	**38 565.4**	**90**	**45**

28C.55 The resource requirements of $9,594,400 provide for 43 posts. The posts under the Learning and Development Division comprise 2 posts redeployed from the Office of the Assistant Secretary-General, 35 existing posts from the former Organizational Development Division and 6 posts redeployed from the Operational Services Division.

28C.56 The resources for the biennium 2006-2007 provided for 82 posts under the Division for Organizational Development. In the light of the restructuring of the Office of Human Resources Management, an outward redeployment of 47 posts is proposed as follows: the Policy and Strategic Planning Division (23) and the Recruitment and Staffing Division (24) and an inward redeployment of 8 posts is proposed from the Operational Services Division (6) and from the Office of the Assistant Secretary-General (2).

28C.57 The estimate for non-post requirements of $27,325,100 relates, inter alia, to travel of staff, contractual services and general operating expenses. The non-post requirements reflect a net increase of $1,154,200, and comprises an increase in training resources for staff development, career support and mobility programmes ($3,005,600), partially offset by decreased resources for other non-post requirements which are now budgeted under the Divisions, to which posts previously budgeted in 2006-2007 within this Division have been redeployed.

4. Medical services

Resource requirements (before recosting): $4,395,000

28C.58 The Medical Services Division plays a lead role in the system-wide coordination of health-related policies and the implementation of medico-administrative services for staff. It advises and provides assistance on staff health matters and on the administration of medico-administrative services for staff of the United Nations, including in the peacekeeping, humanitarian and political field missions and staff of the United Nations funds and programmes, covering about 10,500 New York-based staff and more than 52,000 staff in other duty stations.

28C.59 The main objectives of the Division are to ensure that: all staff members are fit to carry out their duties in order to achieve the goals of the United Nations and its funds and programmes; to promote staff health by encouraging them to participate in health-enhancing programmes; and to assure worldwide staff access to benefit programmes in accordance with Staff Rules and established policy directives. These objectives are achieved through providing clinical and health promotion services to New York-based staff of all United Nations agencies, assuring worldwide staff access to adequate health care in the most cost-effective manner and regularly updating

medical standards and procedures for recruitment/reassignment. The Division performs vital medico-administrative functions by providing medical clearances for recruitment and reassignment of staff, including those for peacekeeping missions; certifying sick leave; advising on medical evacuations/repatriations, compensation claims, disability benefits, special education grants and special dependency allowance; and assessing the health facilities of various field duty stations. The Division plays a coordinating role among the agencies of the United Nations common system: in resolving health and medical issues of common concern, most of which arise in various field duty stations; in administering certain staff benefit programmes under appendix D of the Staff Regulations and disability benefits under article 33 of the Regulations and Rules of the United Nations Joint Staff Pension Fund; and providing health ratings of duty stations at the request of the International Civil Service Commission.

28C.60 During the biennium 2008-2009, continued emphasis will be placed on the development of some of its programmes to further align its activities with the current priorities of the Organization, which include, among other things, further strengthening of the emergency preparedness programme including a United Nations system-wide medical response team to respond to crisis situations. Towards this end, the Medical Services Division will: (i) continuously update the United Nations Medical Services Staff Contingency Plan Guidelines for an Influenza Pandemic to ensure preparedness for a timely, consistent and coordinated response across United Nations organizations to the possible global threat of an influenza pandemic, thereby minimizing the effects of such a pandemic; (ii) advise and assist senior management and crisis management teams (worldwide, including Headquarters) in preparing their own country preparedness and response plans in the event of an influenza pandemic; and (iii) collaborate with the host city for a coordinated response. The Medical Services Division will continue to provide mental health services as part of comprehensive health care, enhance efforts to ensure implementation of the medical aspects of the United Nations personnel policy on HIV/AIDS, including access to care and treatment, and implement and expand worksite wellness and prevention programmes. In the pursuit of achieving operational efficiencies and improve further the delivery of services, the Medical Services Division will actively work towards simplifying, streamlining and delegating medico-administrative activities to offices away from Headquarters and implementing the electronic patient record system.

Table 28C.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure that all staff members, including those on mission, are fit to carry out their duties.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased awareness of staff regarding health issues	(a) Increased staff participation in health-enhancing programmes and awareness campaigns *Performance measures* 2004-2005: 15,500 participants Estimate 2006-2007: 17,000 participants Target 2008-2009: 17,500 participants

(b) Improved staff health-care services	(b) (i) Increased percentage of clients expressing satisfaction with services rendered *Performance measures* 2004-2005: 95 per cent Estimate 2006-2007: 95 per cent Target 2008-2009: 96 per cent (ii) Decreased average waiting time for clients visiting the walk-in clinics *Performance measures* 2004-2005: 11.7 minutes Estimate 2006-2007: 10.3 minutes Target 2008-2009: 10 minutes (iii) Increased proportion of hardship field duty stations and field missions having adequate medical facilities to serve United Nations staff *Performance measures* 2004-2005: 84.7 per cent Estimate 2006-2007: 90 per cent Target 2008-2009: 92 per cent

External factors

28C.61 The Medical Service Division is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders will be supportive of the efforts of and will extend full cooperation to the Division; national institutions will be supportive of efforts to improve local medical conditions at United Nations field locations.

Outputs

28C.62 During the biennium 2008-2009, the following outputs will be delivered in the area of administrative support services:

(a) Health services (for New York-based staff of the United Nations and its funds and programmes):

(i) Full medical examinations;

(ii) Medical consultations by physicians, nurses, psychologists and visiting medical consultants (radiologists, ophthalmologists, psychiatrists and cardiologists);

(iii) Travel health advisories;

(iv) Immunizations;

(v) Diagnostic procedures, namely electrocardiograms, injections, laboratory analyses, pulmonary function tests, radiological procedures and review of X-ray films taken during field exams;

(vi) Participation in health promotion programmes (flu vaccination, smoking cessation, health risk appraisal, ergonomic and environmental assessments, breast cancer support group, diabetes club, stress counselling, blood donation (2 campaigns) and health fairs (2);

(b) Medico-administrative services (for worldwide staff of the United Nations, including peacekeeping operations, and its funds and programmes):

(i) Review and classification of medical examination reports from examining physicians worldwide;

(ii) Provision of medical clearances for recruitment, reassignment, peacekeeping assignments and mission travel;

(iii) Approval of medical evacuation of overseas staff, follow-up with hospitals and treating physicians and determination of the period for daily subsistence allowance payments and period of hospitalization (for field staff only);

(iv) Certification of extended sick leave cases beyond decentralized authority;

(v) Recommendations on cases for disability benefits to be paid by the United Nations Joint Staff Pension Fund and the convening of meetings of the Medical Board in cases where medical conclusions are in dispute;

(vi) Review of system-wide medical compensation cases and verification of related bills and provision of advice to the Advisory Board on Compensation Claims;

(vii) Review of and advice on special dependency benefit and special education grant cases;

(c) Field-related services (for all field staff):

(i) Establishment, as required, of new United Nations health facilities in hardship duty stations (United Nations dispensaries and civilian health facilities in field missions), assessment of the existing 75 United Nations facilities and provision of ongoing technical support to them, including the appointment of physicians, nurses and laboratory technicians, and the centralized procurement of additional medical/laboratory supplies and equipment for them;

(ii) On-site assessment of local medical facilities in field duty stations and regional medical evacuation centres and submission of related recommendations regarding their use;

(iii) Gathering of information regarding the availability of counselling services and treatment and diagnostic facilities worldwide for staff and families living with HIV/AIDS;

(iv) Review of the medical ratings of duty stations worldwide to be used by International Civil Service Commission in the classification of duty stations according to conditions of service;

(v) Review of applications and appointment of examining physicians at all United Nations locations.

(d) Further development, implementation, and expansion of the occupational health information management system (EarthMed):

(i) Full implementation of current modules, which include electronic medical records, clinic visits, electronic examinations, medical clearances, immunizations and diagnostic procedures;

(ii) Implementation of new clinical modules, such as health promotion programmes and safety;

(iii) Full implementation of medico-administrative modules, including compensation claims, dependency benefits, disability benefits, medical evacuations, contingent claims, sick leave certifications;

(iv) Implementation of EarthMed in offices beyond New York Headquarters, including peacekeeping missions (1).

Table 28C.14 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	3 252.9	3 379.1	15	15
Non-post	1 069.4	1 015.9	—	—
Subtotal	**4 322.3**	**4 395.0**	**15**	**15**
Extrabudgetary	4 736.6	5 156.6	20	22
Total	**9 058.9**	**9 551.6**	**35**	**37**

28C.63 The resource requirements of $4,395,000 will provide for the continuation of 15 posts. The non-post resources will provide for the operational requirements of the Division, including, inter alia, general temporary assistance, travel on official business to monitor implementation of medical programmes in other United Nations locations, general operating expenses. The change in resources is due mainly to the increase in posts from the delayed impact of the P-3 post approved in the biennium 2006-2007, partially offset by the decreased operational requirements.

Table 28C.15 **Summary of follow-up action taken to implement relevant recommendations of the internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/60/7 and Corr.1)	
The Advisory Committee was informed, upon enquiry, that the indicator "average number of days a post remains vacant" may include time for classifying the job, drafting the vacancy announcement, clearing the evaluation criteria with the central review bodies, advertising the vacancy, reviewing the candidates' applications, interviewing candidates, clearing the	The indicator of achievement is put at the department level to match accountability to delegated authority and responsibility.

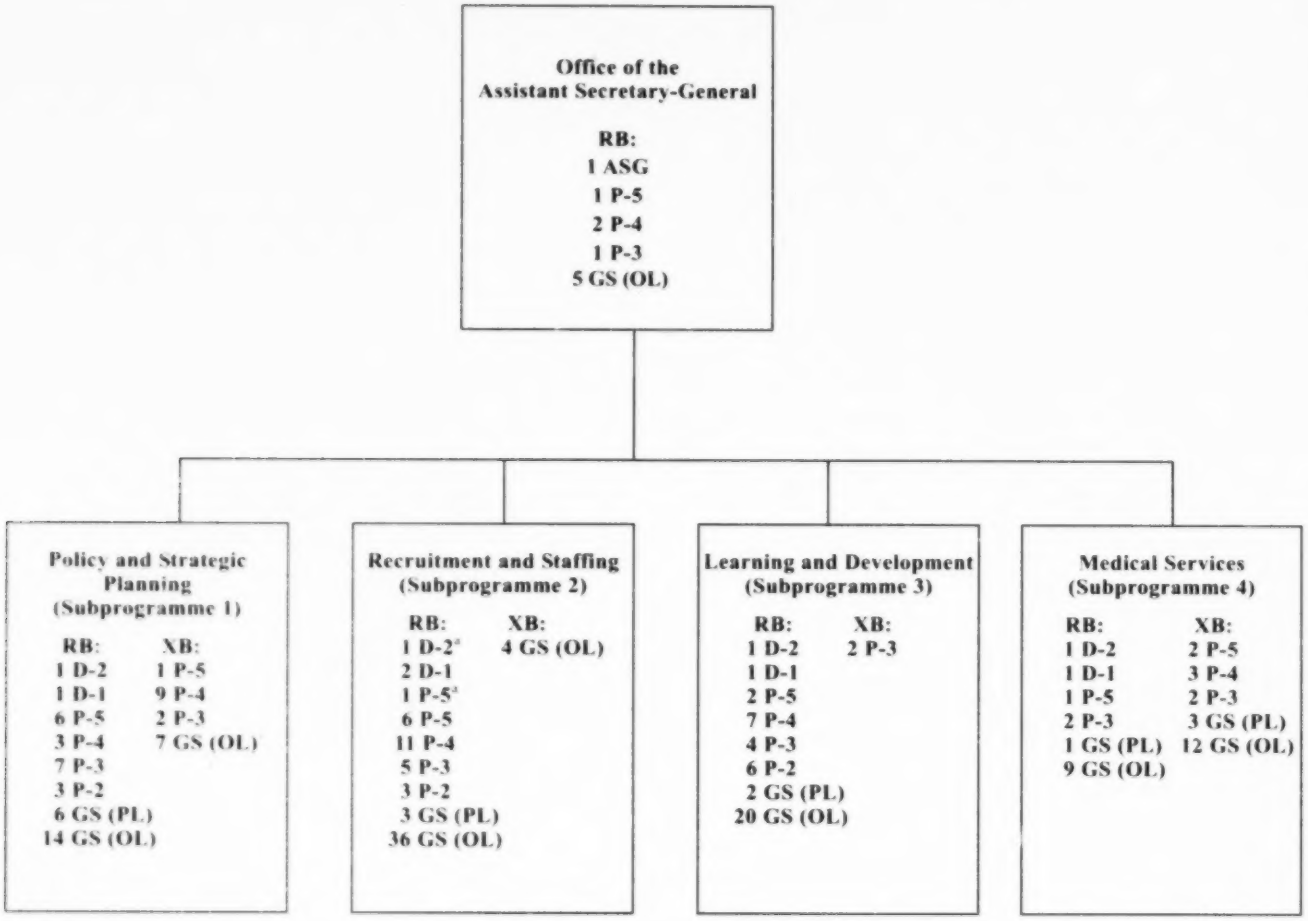
Brief description of the recommendation	*Action taken to implement the recommendation*
recommended candidates with the central review bodies, making the selection, awaiting the release of the selected candidate from his or her current position, travel of the candidate and entry on duty. The Advisory Committee is of the opinion that the Office of Human Resources Management should more actively pursue its coordination role in matters relating to recruitment with a view to establishing a common methodology of accounting for the average number of days a post remains vacant; moreover, the performance targets for recruitment and placement of staff should more clearly reflect the benchmarks established by the General Assembly (para. VIII.23).	
The Advisory Committee notes from paragraph 28C.23 of the budget that the human resources monitoring activities of the Office of Human Resources Management will include on-site monitoring of departments, offices and peacekeeping operations and online monitoring of human resources action plans; special attention will be given to building improved monitoring (including self-monitoring) capacity, which would provide for five posts and travel resources amounting to a total of $196,400 (both regular budget and extrabudgetary) for on-site monitoring missions. The Committee sought clarification as to the nature of those activities vis-à-vis the self-monitoring and evaluation referred to in paragraph 28C.13 of the budget. As indicated in the clarification provided, upon request, in paragraph 28C.13, the term "self-monitoring" refers to the internal monitoring of the Office of Human Resources Management, while paragraph 28C.23 outlines the focus of the Office on increasing the capacity of its client departments, offices and peacekeeping missions to monitor their own operations. The Committee expects that the results of the on-site monitoring missions of the Office of Human Resources Management in enhancing the self-monitoring capacity of departments, offices and peacekeeping missions will be reflected in the budget submission for the biennium 2008-2009 (para. VIII.28).	These results are reflected in the present proposals.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee points out in this connection that the benefits of on-site monitoring missions must be demonstrated through an analysis of their specific and concrete impact on human resources management in terms of a reduction in the time required for processing personnel actions or improvements in personnel administration. Moreover, the Committee questions the need to send on-site monitoring missions to well-established offices or long-running peacekeeping operations with good communication links, such as the United Nations Office at Geneva, the United Nations Office at Vienna, ECA, UNFICYP and UNIFIL (para. VIII.30).	The monitoring missions have a larger scope than "reduction of time required for processing personnel actions". As stated in the report of the Secretary-General, "Human resources management reform" (A/61/228 and Corr.1), paras 28-30: "Monitoring the manner in which departments, offices and field missions exercise the authority delegated to them in the management of human resources continues to be strengthened. The aim of human resources monitoring activities is to ensure that established standards, norms and specifications are respected; delegated authority is exercised in an appropriate manner; regulations, rules, policies and procedures are adhered to; performance targets are met; support and guidance is given where required; and best practices are vetted, developed and promoted. Since the introduction of monitoring visits in 2002, the Office of Human Resources Management organized such visits to 17 peacekeeping operations and 17 departments and offices. During 2005-2006, monitoring visits were conducted to four field operations (including one follow-up mission), five offices away from Headquarters and one office at Headquarters. Feedback on their performance as well as recommendations and assistance to address shortcomings were provided to the entities visited. Through close cooperation with departments, offices and field missions standard monitoring terms of reference and standard operating procedures for monitoring visits have been introduced. Methods for ongoing operational monitoring of various functional areas of human resources management were improved allowing for closer partnership with departments, more proactive verification of compliance with established policies and practices, and faster remedial actions, when necessary. Monitoring will be further enhanced with the introduction of an online tool, which is under development, for recording of

Brief description of the recommendation	*Action taken to implement the recommendation*
	recommendations of onsite monitoring and follow-up actions." Special attention is paid to monitoring missions to field locations, where the need may be greater than at headquarters locations.
The Advisory Committee notes from paragraph 28C.25 of the budget that in the area of information management, the Office of Human Resources Management intends to focus on enhancing the implementation of a global human resources information system, including IMIS and Galaxy, and on further enhancing the Galaxy system for collecting and processing data on staff members and applicants in the process of filling vacancies. The Committee requested additional information on the global human resources information system, but it was not provided. The Committee requests that this information be included in the next report of the Secretary-General on human resources policy (para. VIII.32).	As stated in the report of the Secretary-General, "Investing in people" (A/61/255), para. 380: "A modern human resources information technology infrastructure is an essential tool for the efficient management of the Organization's global human resources in an integrated and timely manner. The system would automate recruitment and staffing processes, facilitate mobility and support staff development and career support. It would empower the managers, human resources practitioners and staff by providing them with direct and timely access to relevant information and reduce the need for day-to-day reliance on technical experts' assistance for routine tasks and functions. An enhanced human resources information technology system that meets the need of an integrated Secretariat is essential for overall efficiency in human resources management. It would increase transparency, promote consistency in human resources management throughout the Secretariat and enable end-users to have access to information necessary to fulfil their responsibilities." And para. 375: "... it is recommended that the most cost-effective and feasible solution would be to procure an off-the-shelf e-staffing software package that would be integrated into the future ERP system. The new software package would overhaul technological infrastructure and provide flexibility to adjust to the Organization's changing requirements. This approach conforms to best practices in the use of technology for recruitment."

Office of Human Resources Management

Organizational structure and post distribution for the biennium 2008-2009



Abbreviations: RB, regular budget; XB, extrabudgetary; GS (PL), General Service (Principal level); GS (OL), General Service (Other level).

* New posts.